

Per California Code of Regulations, title 2, section 548.5, the following information will be posted to CalHR's Career Executive Assignment Action Proposals website for 30 calendar days when departments propose new CEA concepts or major revisions to existing CEA concepts. Presence of the department-submitted CEA Action Proposal information on CalHR's website does not indicate CalHR support for the proposal.

**A. GENERAL INFORMATION**

1. Date

07/11/2022

2. Department

Government Operations Agency

3. Organizational Placement (Division/Branch/Office Name)

Cradle- to-Career Data System

4. CEA Position Title

Director of Operations

5. Summary of proposed position description and how it relates to the program's mission or purpose.  
(2-3 sentences)

The Director of Operations provides executive oversight and management to the Operations Division functions including Workforce Development, Business Management, Contracting and Procurement, Business Services and Planning and Support. The incumbent serves as a member of Cradle to Career's Executive Management Team and is the Chief Policy Advisory to the Executive Director on matters pertaining to operations and is involved in all major decision-making policy and planning related to these programs. This is the primary focus of getting this newly development program up and running to full fill its mission to build a program to foster evidence-based decision making to help Californians build more equitable futures and empower individuals to reach their full potential.

6. Reports to: (Class Title/Level)

Executive Director

7. Relationship with Department Director (*Select one*)

- ☒ Member of department's Executive Management Team, and has frequent contact with director on a wide range of department-wide issues.
- ☐ Not a member of department's Executive Management Team but has frequent contact with the Executive Management Team on policy issues.

(*Explain*):

8. Organizational Level (*Select one*)

- ☐ 1st ☒ 2nd ☐ 3rd ☐ 4th ☐ 5th (mega departments only - 17,001+ allocated positions)

## B. SUMMARY OF REQUEST

### 9. What are the duties and responsibilities of the CEA position? Be specific and provide examples.

Under the administrative direction of the Office of Cradle-to-Career Data (C2C) Executive Director the Director of Operations is a member of the Executive Team and directs the strategy for ensuring efficient, effective operations for the office. The incumbent is responsible for driving the feasibility assessment and make recommendations on complex decisions related to C2C's strategy and operational compliance with the requirements the Education Code details for C2C's work.

Acts as chief advisor on matters related to talent management (recruitment, hiring and retention).

The incumbent develops, implements, and evaluates policies and procedures to ensure departmental compliance with the legal requirements of the State's civil services system. They provide policy guidance and direction relating to the division's areas of responsibilities, undertakes the most complex and sensitive operational assignments, delivers reports and presentations to the Department's Executive Team, Departmental managers, Government Operations Agency, Finance and Legislative representatives, as well as provides direction to accomplish the organization's strategic plan. This is a highly visible, sensitive position, responsible for complex administrative issues with implications extending beyond C2C.

Lead and provide direction for the overall operations of C2C's work. Oversee complex procurements for the technology needed to build C2C's linked analytical data system. Responsible for circulating policies and procedures needed to comply with the requirements in Education Code 10867 on scaling, expanding, operating, and maintaining operational tools to support college planning and educational transitions, including eTranscript California, and the California College Guidance Initiative. Develop, implement, and evaluate policies for the ongoing strategy for contracting with, potentially subsuming, and otherwise supporting the scale up of these operational tools. Provide leadership, strategic decision making and guidance on major policy decisions that have complex operational implementation needs with legislative implications that extend beyond C2C, including via legislatively required reports to the C2C Governing Board and the Legislature.

Provide executive management direction and policy guidance to ensure that C2C operations are clearly aligned with priorities of the agency and department.

Innovate on approaches to complex, high-stakes procurements, and create processes and procedures for delivering value that may not already exist.

Provide operational oversight and coordination with contracted agencies (e.g., CalHR, DGS) and set the policies and approaches for that work.

Ensure data security policies are in compliance with C2C's operations.

Manage day to day activities of the Operations Unit. Act as chief advisor on matters related to talent management (including recruitment, hiring, retention, and talent development), including advising on efforts for C2C to develop improved mechanisms to recruit and retain mission critical operational talent. Ensure business continuity and direct C2C's financial planning, budget activities, and long-term sustainability. Administratively oversee and monitor the activities related to the most complex and high dollar Information Technology procurement decisions. Formulate, develop, and implement risk management strategies for all aspects of C2C's work, and ensure monitoring of systems of internal controls. In conjunction with other Executive Team members, direct organization-wide activities related to disaster recovery and business disruption mitigation and solutions, including comprehensive business impact analyses of critical processes and corresponding technology systems.

Serve as a member of the C2C Executive Management team and participate in program and policy direction and the development of the strategic plan and annual business plan. Serve as the member of the Executive Team primarily responsible for ensuring C2C's strategic plan is operationalized and implemented effectively. Establish strategic direction for major administrative services program changes and enhancements. Serve as Executive Sponsor of highly visible and mission critical enterprise projects.

May act on behalf of the Executive Director as required.

## B. SUMMARY OF REQUEST (continued)

10. How critical is the program's mission or purpose to the department's mission as a whole? Include a description of the degree to which the program is critical to the department's mission.

- ☒ Program is directly related to department's primary mission and is critical to achieving the department's goals.
- ☐ Program is indirectly related to department's primary mission.
- ☐ Program plays a supporting role in achieving department's mission (i.e., budget, personnel, other admin functions).

**Description:**

The Office of Cradle-to-Career Data (C2C) is building a new statewide, longitudinal data system for California. The C2C Data System is bringing together existing data on education and job outcomes from more than a dozen state entities and will make it broadly available through public tools and a data request process. It will provide data-informed tools to help students reach their college and career goals and deliver information on education and workforce outcomes.

This user-friendly system will include resources focused on early learning through K-12 and higher education, as well as on the financial aid and social services that help students reach their goals. It will be a source for actionable data and research on education, economic, and health outcomes for individuals, families, and communities, and provide for expanded access to tools and services that support the navigation of the education-to-employment pipeline.

Operational policies, processes and operations are critical to C2C to achieve its mission. Through the leadership of the Director of Operations, the Operations Division is responsible for setting effective and efficient policy for the delivery of services to ensure the Department has a well-qualified, diverse workforce; contracted services and procured goods, and practices that are in compliance with all governing state and federal laws, rules and regulations.

In addition, the Division is responsible for maintaining oversight, fiscal policy responsibility and decision-making authority for operations and for developing a culture of continuous improvement, learning and service orientation. A specific example of the work under the Director of Operations includes developing policies and procedures over all aspects of Human Resources, including classification and pay, transactions, return to work, recruitment, staff development, performance management, workforce and succession planning and labor relations, in consultation with and partnership with CalHR. Another example is the need to manage a variety of memorandums of understandings with state agencies participating in the C2C data system, as well as overseeing fiscally responsible use of resources being used to build the system and its many components.

In addition, the California Education Code 10860, Article 2, added by Statutes of 2021, Ch. 155, Sec. B requires that the Data System be established and be considered a source for actionable data and research on education, economic and health outcomes for individuals, families and communities and provide for expanded access to tools and services that support the navigation of the education-to-employment pipeline, and the information should be used to help the state build a more equitable future and address disparities in opportunities and outcomes. It further requires the Office to provide support for development opportunities and to improve the functionality of the system by end users – from state agencies, to schools, colleges and universities, social service providers, students, and families as well as support the creation of user-facing tools and services.

The functional areas over which the CEA will have oversight each of which have their own respective connection to the Department's mission. It includes human These functional areas include resource management, procurement and contracting, business services, fiscal areas including budgeting and accounting, risk management, workforce planning and other administrative functions that enable the Office to run and be successful in the mission of the department.

## **B. SUMMARY OF REQUEST (continued)**

11. Describe what has changed that makes this request necessary. Explain how the change justifies the current request. Be specific and provide examples.

In 2019 the California Legislature called for the establishment of a statewide, longitudinal data system for California. The C2C aims to link existing education, workforce, financial aid, and social service information to better equip policymakers, educators, and the public to address disparities in opportunities and improve outcomes for all students throughout the state.

Governor Newsom and legislature approved funding for the C2C in its 2021-22 budget. The data system will be implemented by the Government Operations Agency (EDC § 10862). The Cradle-to-Career Data System will provide data-informed tools to help students reach their college and career goals and deliver information on education and workforce outcomes. This user-friendly system will include resources focused on early learning through K-12 and higher education, as well as on the financial aid and social services that help students reach their goals. The data system's tools will be designed to help a wide range of users find the most relevant information and use it to create better outcomes for students.

California's C2C will be unique in the nation because it will deploy a three-pronged approach: operational tools that outline education and career options while clarifying individual progress toward those goals, analytical tools that track trends and provide comparisons between groups, and a significant focus on community engagement. This approach recognizes that students and teachers need different types of information than researchers and policy analysts, and that community members can be partners if given outreach and training in interpreting and utilizing the information that the data system produces. Finally, with the system expanded beyond educational data to include social service, financial aid, workforce training, and employment information, users will be better equipped to understand equity gaps in context. The broader data set means that solutions are more likely to focus on structural factors that can be addressed through policies and investments, rather than focusing narrowly on student characteristics.

The Governor's 2021–22 Budget Proposal and the accompanying statutory changes contained in the proposed budget trailer bill created the new office. This position is being created to implement the statute. In pursuit of these goals, the CEA will develop, guide, and oversee implementation of multiple programs that form the foundation for an effective and efficient Office, including human resources, workforce development, financial management, contracting and procurement, business services, and training.

### C. ROLE IN POLICY INFLUENCE

12. Provide 3-5 specific examples of policy areas over which the CEA position will be the principle policy maker. Each example should cite a policy that would have an identifiable impact. Include a description of the statewide impact of the assigned program.

The Director of Operations will be responsible for all policies and principles for the operations of C2C.

Below are some examples of policy areas over which the CEA position will be the principal policy maker.

a. Workforce and Succession Planning. The Operations Director will develop a workforce and succession plan, working with the Executive Director and leadership team in planning, developing, and implementing a comprehensive workforce plan that aligns staffing with the strategic mission and critical needs of C2C Department. For workforce planning this includes forecasting mission critical talent needs, analyzing current workforce and talent supply, and developing, implementing and evaluating strategies to close gaps. For succession planning this includes such plans involving identifying and prioritizing key leadership positions, identifying competency gaps, and developing strategies for addressing future needs.

b. Contracting and Procurement. C2C has a complex contracting/procurement program due to the dollar amounts associated with contracts and purchases that support the C2C data system and services and must be guided by policies and protocols issued by the Director of Operations. Business Services & Support (Procurement, Contracting, SB/DVBE, etc.) policies, including but not limited to: Public Records Act requests, records management, requisition of goods and services, Small Business/ Disabled Veteran Business Enterprise participation, mail handling, asset management, inventory control, etc. The lack of appropriate business services & support (Procurement/Contracting/SB/DVBE/etc.) policies could result in illegal contracts with vendors which could open the State up to unnecessary litigation and legal actions and invalid purchases could result in the loss of delegated purchasing authority and the inability to obtain required resources and supplies to operate day-to-day business; etc.

c. Administrative Policies. C2C Operations Director will ensure final policy decisions and changes are implemented across its programs and as needed updated for changes in law, regulation or administrative and control agency directors and providing guidance and direction on policy interpretation. These policies have broad and substantial impacts to programs of C2C. Policies, including but not limited to: Drug Free Workplace; Equal Employment Opportunity/Discrimination Complaints; Family and Medical Leave Act/ California Family Rights Act; Filing Statements of Economic Interests; Illness & Injury Prevention; Incompatible Activities; Privacy, Reasonable Accommodation, Violence in the Workplace, Sexual Harassment Prevention, etc. IMPACT(s): non-compliance with these polices could include undue exposure to litigation and complaints from employees. Without appropriate policies in place, the agency, its employees, and the State is exposed to inconsistent, unfair, or illegal employment practices that could result in grievances and complaints, fair employment lawsuits, or the agency's loss of delegated departmental hiring authority.

d. Financial Management: This position will oversee all aspects of financial management on behalf of the department, including budgeting, expense management, internal controls, and accounting. Fiscal (budget, accounting & FI\$Cal) policies, including but not limited to: In state and out of state travel, compliance with GAAP, SLAA, budget planning, state and federal financial reporting, expenditure tracking and projecting, expenditure reporting, general ledger, and coordination with DOF, LAO, Legislature, and Administration. The lack of appropriate budget and fiscal policies can result in the inability to pay vendor invoices, issue payroll, and issue grant payments. Additionally, it can result in the interruption of services provided to offenders, and halt construction activities.

### **C. ROLE IN POLICY INFLUENCE (continued)**

#### **13. What is the CEA position's scope and nature of decision-making authority?**

The Director of Operations will set the C2C Office's operational and administrative policies and make decisions that will affect the Office's effectiveness. The Director of Operations acts as chief advisor on matters related to talent management (recruitment, hiring and retention). This position will have full decision-making authority in the development and execution of all fiscal and non-fiscal administrative policies, processes, and operations critical to achieving C2C's mission, objectives and organizational plans. This decision-making authority includes providing direction and guidance to the other CEAs, and managers on policy matters within their organizations and make final decisions on sensitive and/or controversial operational policy matters that impact C2C employees and/or the Department's mission. The Director of Operations will also be responsible for making decisions related to team hiring and management as well as overseeing the selection and management of operational or administrative contractors to support the Office. The CEA exercises judgment in all decisions directly affecting subordinate divisions and department wide. The CEA has decision-making authority for the coordination and implementation of initiatives and projects and expenditures. The CEA has the responsibility to help ensure that new or existing initiatives, projects and processes are implemented in accordance with the Department's mission, policies and procedures as well as federal and state laws.

The Director of Operations is responsible for providing leadership to continuously meet and improve administrative goals and objectives and address administrative challenges department wide. In addition, the Director of Operations is responsible for the coordination and implementation of complex administrative issues that impact all C2C programs. The Director of Operations works collaboratively with other CEAs and the Executive Director to ensure consistent implementation of administrative and operational policy decisions that affect the Department and various groups of the public.

#### **14. Will the CEA position be developing and implementing new policy, or interpreting and implementing existing policy? How?**

Since this is a new department, the Director of Operations and its staff will be responsible for developing and implementing new policies and interpreting existing policies and business procedures that impact the department in the areas of human resources, procurement, contracting, fiscal management, workforce development and succession planning, and administrative policies that support efficient, effective operations throughout the Department. They must also be aware of new laws that have been passed and that are being proposed by the California Legislature. As changes occur, the CEA will be responsible for developing and implementing new policies to ensure the Department is in compliance with new legislation. They will work with the Department's Executive Management Team, their peers, staff in other units, and their team members (staff and subordinate supervisors) to establish the best policies for the Department. The incumbent must also be forward-looking and be aware of what's on the horizon to ensure policies and procedures can be easily updated to accommodate evolving business and department needs. Internally, the CEA will be responsible for evaluating the needs of stakeholders and employees and developing or updating existing policies to ensure operational programs provide timely and accurate information.